

EMERGENCY SERVICES HAWK

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Civil Air Patrol

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To Be Ready, Responsive, and Relevant

From Shakespeare's 'Henry the 5th'

'Coming is the Feast day, and those who outlive this day and get home safely will stand proud when this time is named and become roused when this day is named. Those who survive this day and see old age will yearly on the vigil go to the Feast with their neighbors and say; Tomorrow is the Feast! They will roll back their sleeves, bare their hearts, show their scars, and say, "These wounds I received on the way to the Feast".

Old men forget but if all else is forgotten they will remember, with advantage, what feats he did on this way. Then will all of our names, familiar as household words, be freshly remembered. This story will be relayed to their families and the Feast will not go by from now until the ending of the world that we will not be remembered. We few. We happy few. We band of Brothers.

For those who shed their blood with us today shall always be our brothers. This time will gentle the harsh and strengthen the weak. Those who were laying in their beds will think themselves accursed they were not here with us. All will fall silent before any who speak, who were of those who fought with us on this Way to the Feast.'

LIGHTNING SAFETY AWARENESS WEEK: June 20-26, 2004

Within the United States, there are an estimated 25 million lightning flashes each year. Lightning has been responsible for an average of 67 deaths annually from the documented 300 lightning injuries reported each year. This is compared to an average of 65 annual deaths from tornadoes and an average 16 from hurricanes. During a thunderstorm, each flash of lightning is a potential killer. Lightning can strike as far away as 10 miles from the rain area of a thunderstorm, or about the distance you can hear thunder. If you can hear thunder, you are in the 'lightning strike zone' and should seek shelter immediately. Pay attention to the **30-30 rule**: If the time is less than 30 seconds from the time you see the lightning until you hear it, take shelter because you are too close and in danger. Then, wait for 30 minutes after the last clasp of thunder before leaving the shelter area. Following a thunderstorm, lightning can occur in clear skies. While in the shelter stay away from windows and doors, and avoid contact with anything that conducts electricity.

SEMPER VI

Cures for Sick Teams

Sometimes a leader is faced with a team that is suffering from a general lack of productivity or underachievement. Usually things can be traced back to misunderstandings or a lack of motivation. In order to fix the problem, the leader needs to first figure out what ails the team.

Here are some common ailments of teams that do not reach success as well as they should:

- **Disbelief-** The team does not believe it can reach their stated goals. The goals may be too high for them to reach or unclear, making them unattainable. This can cause inner squabbles within the team, and/or a lack of confidence, which will destroy team unity.

Resolution: Communicate attainable goals that match the maturity level and expertise of the team. Develop team objectives that will reach the set goals.

- **Unresolved Roles-** The team is not sure who is to do what, and what is expected of each member. This denies the team members ownership of the team goals, and the

members lose their taste for accepting responsibility. The team will subsequently go nowhere because a lack of internal leadership and designed followership.

Resolution: Clearly define the roles of each member and clarify responsibilities on the team. Grant each the authority to carry out the responsibility and hold them to a high standard of performance.

- **Poor Decisions-** This is a leadership problem. It will be because the leader does not promote open feedback regarding the situation, and is not very good in the decision making process. The team will often act rebellious or contrary to any decision that is made by the leader, whether the decision is good or bad.

Resolution: As a leader expand your situational awareness and develop better decision making skills. With all decisions, find a way to include team input. As the team leader the decision is yours to make, but feedback from the team is necessary.

- **People Problems-** Teams will always have their own special 'brats' (of any age), who believe they deserve special attention. There are also the 'blowhards' that are an endless source of talk, but little productive effort. Then, there are the 'weasels' that agree to everything, but do nothing except blame others for their faults when there is failure. And, then every group has the 'dark angels' that throw fits, scoff at rules and regulations, and do their best to sabotage performance to support their claims.

Resolution: Inform the disruptive members of the team that their actions are unacceptable, and that each will be required to support the team and team effort, or leave the team. Unity is the key to success, and their unacceptable behavior is only serving to limit that opportunity. Address each as a respected member of the team, until they no longer wish to function as a member of the team. Demonstrate a trust in each member that they will perform to the best of their abilities on the team. Allow each the opportunity to perform, and demonstrate they can be trusted and empowered to perform on the team.

In the end, it will be up to leaders to help the teams change their ways to become successful.

- Stress the "we" in reaching goals. Demonstrate you are trying to work with, not against them to improve the team performance.
- Do not expect the team to change overnight. Give them time to demonstrate improvement.
- Suggest specific ways to improve. Ask the team why it does not feel it is performing well. Use that input along with your own knowledge or observations to establish ways to improve, and set appropriate goals and objectives for improvement.
- Give each member a chance to improve. Show the team members that there is faith in his/her potential and if the team really wants change, they have opportunity to do so.

ALCYONEUS NOW

A Terrorist Explosion

During a time when the thought of a terrorist initiated explosion is plausible, it is important to know and pass along what you do in case you are involved in an explosion. It is recommended that the two pieces of workplace equipment you should maintain is a flashlight and whistle.

If there is an explosion:

- Immediately drop to the floor and take shelter under your desk or a sturdy table
- Exit the building in the opposite direction of the sound of the blast as soon as possible

- If possible, wet a cloth to cover your nose and mouth
- If there is smoke, stay as low as possible to the floor
- Do NOT use elevators
- With each doorway you go through, use the back of your hand to check for heat/fire on the other side of the door before going through
- If the door is hot, look for another way out- do NOT open it
- If you catch on fire, 'STOP-DROP-ROLL' to put out the flames
- As you exit the building, head in a direction perpendicular to the wind direction to a predetermined meeting place for use as a safe haven
- Try to account for as many people you know were in the building with you
- Do NOT go back into a building that has had an explosion and/or fire to look for people

If you are trapped in debris:

- Avoid unnecessary movement so that you do not kick up dust
- Cover your nose and mouth with any protective cloth you can find to breathe through
- Tap on a solid object so that rescuers can hear you
- If possible, use your whistle and flashlight for signaling
- Shout out only as a last resort, because shouting can cause an unwanted inhalation of dangerous amounts of dust and debris.

THE ACE FACTOR

Benevolent Leadership

What is your mental interpretation of a great leader, a leader that can face any situation with an outcome of assured and unqualified success? Do your thoughts go to history's great generals such as Napoleon Bonaparte, Ulysses S. Grant, or George Patton? Do you envision Hall of Fame coaches such as the Green Bay Packer's Vince Lombardi, Boston Celtic Coach Red Auerbach, or Manager Charles 'Casey' Stengel of the New York Yankees? Are you thinking of Presidents Theodore Roosevelt, Abraham Lincoln, or George Washington? Or do you picture industrial giants such as Henry Ford, Andrew Carnegie, or John D. Rockefeller in your mind's eye?

No matter whom you envision for that ultimate leader, ask yourself how you would like to serve under that command and leadership of that person. Would that person have the ability to inspire and instill confidence in you? Would this person be capable of providing you every opportunity for success, putting your career ahead of theirs?

If the answer is yes to the above, that leader is a prime example of the new concept called 'benevolent leadership'. From 1999 through 2001, researchers James M. Critin and Richard A. Smith analyzed more than 1 million professional business managers and leaders, surveyed 8000 and interviewed 300 of the top business leaders. Their goal was to determine what factors separate those individuals achieving extraordinary success from others with equal talent who never quite reached the top of their fields or aspirations. Only 4 percent considered their careers ahead of any subordinate and were regarded as aggressive, seeking advancement at the cost of others. Nearly 90 (about 30%) of those interviewed were found to have more concern for the subordinates around them, than for themselves. It was found that these 'benevolent leaders' had varying interpersonal types from being humble and self-effacing to demanding taskmasters.

Regardless of the management style, the benevolent leaders shared a belief that the success of the team depends on the individual member, with that same success being shared with each team member. The study indicated that leadership for the contemporary follower demands strong ethics and core values.

A benevolent leader facilitates performance by providing opportunities for success of his or her subordinates. A benevolent leader will nurture followers and encourage them to do their best. A benevolent leader fosters loyalty in followers. The belief is that extraordinary success can be achieved by making those around you successful. Success of subordinates becomes as important to the leader as their own success. A benevolent leader will develop the best program attracting the best people, in turn making it a better program and it becomes a virtuous cycle of professionalism.

The benevolent leader:

- Leads with authority and instills confidence
- Delegates freely and facilitates team building
- Remains open and honest, eliminating barriers to communication
- Offers trust and respect to subordinates, expecting the same in return
- Fosters creativity and the exchange of vital feedback
- Creates an environment that attracts the best people
- Nurtures followers to become successful

The bottom line with benevolent leadership (as in any business enterprise or mission operation) is the achievement of extraordinary success. It was found that tight over-sight will ensure short-term success, but a culture of success through others is the key for long-term success. A benevolent leader, leads by example treating others as they wish to be treated. It was found in the research that the aggressive, self-centered leader has a negative effect on long-term success and is eventually replaced or experiences great failure. Benevolent leaders know that success is achieved by making those around them successful, and a 'winning' environment is developed where the followers know that the success of the team benefits each of the team members.

CREW'S CONTROL

The Human Element in Developing Technology

With advancements in computerization, advanced technology in emergency services is becoming the norm. New technology brings with it several problems:

- Training concerns and learning curves
- The expense of keeping up with the changing technology
- Reliance on a 'better mouse trap'
- Forgetting the basic knowledge behind the purpose of the technology

A prime example is in the Global Positioning Systems (GPS) that are now available. They are much better than they were two years ago, and significantly better than when they were first introduced to the market. So, it may be imperative that one is purchased to remain atop the GPS world with the latest and greatest system. Along with that new system comes many never before released options for use. That indicates another self-taught training session and learning curve to conquer. And, as this progressive cycle of obtaining, learning and using the new technology moves along unabated, we are only a dead battery or two away from realizing we have forgotten how to correctly use a map and compass.

The following are recommendations for selecting and adapting to advanced technology while still remaining focused on the basics of why we are doing what we are doing with that technology:

- The advanced technology should not be used unless there is evidence that its use will enhance the mission operations in terms of efficiency and/or effectiveness
- The advanced technology should not be used, unless there is a complete understanding about what the technology is doing to make the operation more efficient and/or effective
- The advanced technology must be easy to use and error tolerant (in the NEWG that is called being “Bruce-Proof”)
- The advanced technology is to be used as a tool to aid the individual or crew/team, not to replace the human element of decision making
- The advanced technology should not be used to promote decisions that will violate safe operations
- The advanced technology should not work against the operator, that could misdirect focus which can cause a dramatic affect on the safety and/or the success of the mission
- The advanced technology should be used when there is a clear-cut advantage to do so for safety and/or operational success
- The advanced technology should be used so the individual or crew/team can override the output based on the level of skill and experience

The last point for consideration is to never forget the basics, because the new, improved, advanced technology is only as good as its external power supply. Someday you will have the success of a mission dependent on a decision and batteries will not be available.

SURVIVAL SENSE

The Body’s Need for Water

Humans must drink a minimum of 2-3 liters of water every day. Water is vital for life. It is necessary for the control of body temperature, metabolism, maintenance of the nervous system and the elimination of waste products from the body. Without food we can survive on body energy reserves for about three weeks. If we are denied water, we can die within five days.

Even while at rest in a moderate temperature, the average person loses about 1 liter of water each day through expiration, perspiration, and urination. Exertion increases the rate of water loss through more expiration and perspiration, especially in hotter temperatures.

The medical effects from water loss in the body:

<u>1 – 5% Lost</u>	<u>6 – 10% Lost</u>	<u>11 – 12% Lost</u>
Thirst	Headaches	Delirium
Discomfort	Dizziness	Swollen tongue
Lethargy	Dry mouth	Twitching
Impatience	Tingling in limbs	Deafness
Lack of appetite	Cyanosis (blue skin)	Darkening vision
Flushed skin	Slurred speech	Numbness
Increased pulse	Labored breathing	Skin shrivels
Nausea	Inability to walk	Inability to swallow
Weakness	Blurred vision	Death

Larger amounts of water will be required when the water loss is increased due to the following:

- Heat- When exposed to high temperatures, water can be lost through perspiration as much as 3.5 quarts per hour.

- Exercise- Physical activity decreases water by increased respirations and perspiration.
- Cold- Breathing cold air decreases water by evaporation from the lungs.
- Burns- With extensive burns the rate of water loss can increase to up to 5 quarts per day.
- Illness- Severe vomiting or diarrhea can lead to serious water depletion.

If you are short of water, you can do these things to survive:

- Rest during the day and work at night
- Stay cool by finding shade away from sunlight
- Breathe through your nose, instead of your mouth
- Do not lie directly on the hot ground
- Eat the minimum amount of food to stay alive (eliminate fatty foods from your diet)
- Do not smoke or drink alcohol
- Locate another source of water before you run out

AIR AND GROUND OPERATIONS

NIGHT VISION- By Major Dennis L. Pearson, RN (Kansas Wing)

Searches at night can be hazardous, or they can be very safe and effective if practiced often. Responders must understand basic vision physiology, the physics of light, and how to apply proper scanning techniques. Rod and cone cells are located on the retina in the back of the eye. Within these cells is a photopigment called rhodopsin, which absorbs the light and splits it into retinal and opsin molecules to perceive light. Over a fixed rate of time, the molecules recombine back to rhodopsin, and fully regenerate in 30 minutes.

The cones are concentrated in the center part of the eye and stimulated by bright light. Cones assist with color vision and visual acuity. The rods are in the peripheral areas of the retina and respond to dim light for black and white night vision. Rod sensitivity changes rapidly in the first few minutes of dim light and then more slowly over 5 - 6 minutes, before the eyes then become dark-adapted. They do not detect colors at all. Rods detect form and movement, but provide poor visual acuity. If rods are exposed to very short flashes of brightness, rapid recovery still occurs. Blue, yellow, and green colors peak rod sensitivity under low light conditions. Purple, yellow, orange, and red colors have about the same stimulating sensitivity on the cones. Although, red light does not stimulate the rods much, the rods and cones work together well for vision at night.

Major problems can occur. Central vision is lost because the optic nerve and cones are near the center of the eye. During the process of dark adaptation, varied illusions and dizziness may occur. Judging distance is poor. If you have been outside long on a sunny day, it takes longer for eyes to adapt to dim lighting. Therefore, wear sunglasses when it is sunny in any season or environment, as there is much reflected light from the surface of water or snow. Do not stare directly at objects because of poor central vision. Peripheral vision detects more clues, even though details cannot be seen. Look for shapes, shadows, contrasts, and movement by looking 10 degrees away from the object using your peripheral vision.

Since most missions occur in subdued lighting, to reduce risks during night searches it is important to practice often under these conditions. Frequent night searches train the brain to identify objects and estimate distances much better during scanning. Scan using four segments. Use the clock method. Segment 1 is 12-3, segment 2 is 3-6, segment 3 from 6-9, and segment 4 is 9-12. Scan at the greatest distance an object can be perceived. Slowly sweep back and forth across each segment for about 4-6 seconds. Stop about two seconds every 10-15 degrees to scan the terrain. Pausing your vision any longer will cause your eyes to adjust, and objects will blend back in the background of shadows. Turning your head or eyes too quickly, and your eyes will not adequately detect objects. Overlap each segment by at least 10 degrees, and scan towards your position.

Remember that red does not interfere with night vision. Eyes respond better to details when green light is used, especially for reading map fine print. Blue is the next best color for map reading, and will not interfere with night vision.

CARRYING THE FIRE

How to Secure Repeat Business

If you are in the business of providing service, there is an axiom that you should remember first and foremost: customer satisfaction does not always equal customer loyalty. Customer satisfaction is based on opinion, usually associated with a completed survey. Loyalty is an activity, with the customer coming back to use the service time and time again. Although total customer satisfaction is a point of service providers want to be, that satisfaction will not guarantee loyalty. If you are interested in establishing customer loyalty for your service, there are seven principles to follow:

1. People conduct business with people- Your success will be determined by how well you and your staff deals with the customer's needs on a personal level.
2. Differentiate your service compared to the competition's- This is not just a forum to describe convenience, but rather an opportunity to distinguish your service with the value it brings your customer.
3. Value to the customer- A good service organization will listen to the customer to determine what the customer has for preference and needs. Customer loyalty begins with listening. Listening is how you know what value your service will bring to the customer.
4. Communicate effectively- If you are listening to the customer, the customer is also listening you. Determine what you have to say and how you say it. If you can verbally connect with your customer, the customer will be drawn to what you are offering.
5. Focused attention- Your focus should always be on how your service relates to the needs of the customer. ***Focusing your attention on how the customer can adjust to fill your needs will soon leave you with a dissatisfied and disloyal customer.***
6. Creating relationships- Creating loyalty begins with focusing your attention on establishing a relationship with a new customer. Adjust your service to fit and fill the needs of the customer. If your service cannot adjust to those needs, you may be better off by severing the relationship early before a disloyal customer is created.
7. Creating loyalty- Once you have a customer for your service, your focus can never waver in trying to meet their needs. There is no faster way for turning loyal customer into a disloyal and disinterested customer, than when once you have created a relationship with them you ignore while in a search for new customers. Customer loyalty is created when the customer knows that once the relationship is established, you will continue to be there to listen for their preference and fulfill their needs.

The above will create a loyal customer base and secure repeat business.

POINT OF CARE

Recovery from Trauma

There is a subtle difference between stress and trauma. Psychological and emotional balance is maintained throughout our everyday life. That balance is between positive and negative emotions, where the person is at equilibrium between the two. If that equilibrium is offset either way where the individual is moved with one more than another, and psychological stress occurs. We normally do not think of a shift of emotions to the positive side as being stressful, because

positive emotion from good news feels better than negative emotion from bad news. Either way, an imbalance between the two is stressful to the psychological well being of the person. Trauma is a critical extension to that stressful imbalance, where the emotional imbalance is so far out of equilibrium; it may be difficult for the individual to restore any sense of emotional balance. Most traumas come from acute and unexpected stress like the emotions that are associated with an accident, disaster, or crime. This is called acute trauma. It can happen so quickly and massively, that the emotions have no chance to be balanced out to reach equilibrium. Acute trauma is the trauma experienced mostly by victims and responders to an emergency situation.

A recovery from acute trauma centers on a return to the emotional equilibrium. That equilibrium is reached in three emotional stages:

- Stage One- shock, disbelief, and denial
- Stage Two- an upheaval of emotions in varying order: confusion, anger, fear, grief, frustration, and guilt
- Stage Three- a slow and methodical return to emotional equilibrium

There are many who have gone through a trauma, and are able to go through the three stages to rebuild their lives without outside assistance. However, most people find that outside intervention is very useful in dealing with trauma to get back to emotional equilibrium. Quickly reaching that equilibrium, whether independently or through outside assistance is dependent on five factors:

1. The stability of the victim or responder's equilibrium before and after the event
2. The severity of the crisis and the immediate reaction
3. An ability to understand what happened
4. The supportive environment
5. The justification of the event or experience

Emotional recovery from trauma for victims and responders will include:

- Getting mental control of the event(s) in their minds
- Redefining values to work out an understanding of the event or experience
- Re-establishing what trust means
- Re-establishing the meaning of things in your life that remain imbalanced
- Re-establishing a new emotional equilibrium and what the future holds

DID YOU KNOW?

Tick Tips

- Spray insect repellent containing DEET on your clothing before going outdoors.
- When walking around in wilderness or foliage areas, wear long pants and tuck the legs into socks or boots.
- Avoid tick-infested areas such as tall grass, woods, brush and weeds.
- Wear light-colored clothing so it is easier to spot the ticks that have gotten on them.
- Inspect yourself and family members carefully when you get home following a walk in wooded or foliage areas.

- If you have a dog or cat that spends a great deal of time outdoors, check them for ticks when they return.
- If you find a tick that has imbedded itself in your skin, do the following:
 - Do NOT use a lit cigarette, match or other irritant to remove the tick
 - Take a set of tweezers and grasp the tick where it is closest to the skin.
 - Do NOT grasp a gorged tick's body with tweezers, as it could force fluids into your body at the connection site
 - Pull gently and firmly for a few minutes until the tick releases
 - Swab the area with alcohol
 - Avoid a sudden jerking motion when pulling on the tick as it may leave part of its body in your skin to become infected.

Ticks are commonly responsible for illnesses such as Rocky Mountain spotted fever, Lyme disease and Ehrlichiosis. It is best to see a physician to have a tick bite examined, especially if you develop a rash about an inch wide around the site of the bite. Some of the symptoms of a tick-generated illness is a rash, expanding to a lesion, giving rise to fever, headaches, fatigue, myalgia, malaise, and flu-like symptoms within a month of the bite. It is highly recommended to see a physician following any tick bite before these symptoms occur.

CHECK IT OUT!

If you are interested in learning more about 'Weather in Emergency Services' and how it can relate to our missions, I encourage you to check out this web site for an Emergency Management Independent Study Program. It is an excellent training course you can download free, and even take the final exam on the Internet. It is not for the faint of heart, but it will give you a better understanding in how to predict weather and the impact it has on operations. It is designed for the emergency response managers, not responders. Following successful completion of the course you will receive a certificate of completion from FEMA.

<http://meted.ucar.edu/emgmt/index.htm>

'Weather in Emergency Management'

GOING FROM GOOD TO GREAT

How to Creatively Find Solutions to Problems

Problems are nothing more than mysteries that need to be solved. The answers are always there, awaiting discovery. There is no such thing as a problem without a solution. Some may take longer to solve than others, as well as some solutions may not be as well received as others. Also, over time it may be discovered that a later solution is actually a better fit than the original one. But, there is always a solution to a problem, if you know where to locate it. The best bet is to regard a problem to be solved as fun and exciting. When you approach it from that angle, the solutions themselves can be exciting. So loosen up, and get creative in your problem solving challenge.

Believe in yourself- There is usually more than one way to solve a problem. It is just a matter of time before you discover the right one for your situation. Do not let the problem get you down.

Look at your problem in a reverse perspective- Maybe your problem is not really a problem. Maybe what you are looking at is a solution that needs to be looked at from a different

perspective. Instead of an initial attack on the problem to beat it into submission, take the time to see what elements of the problem could really be solutions.

Break your problem into basic elements- Write down the problems you face and separate out the key elements of the problem that must be dealt with. When you look at the key elements of the problem, ask yourself what can be done to change it, and what impact that will have on the overall problem or other key elements.

List all you know about the problem in hand- When you have listed all information big and small, ensure you have not made any assumptions. Then, match up the information with the basic elements you determined earlier. Some forms of solutions will start to evolve.

Assume anything is possible- Stay away from what cannot be done. Allow a time when every idea is possible. After you have listed all possibilities, the probable and feasible will likely emerge.

Never stop at the first sign of a solution- Practice saying 'this solution might be the one, but let's look further'. The more ideas that are available, the greater the chance for finding the right one.

Stop looking for the perfect solution- Even a terrible idea for a solution may have some elements that can be transformed into something good. It may be easier to refine a bad solution, than to locate a perfect solution.

Develop more than one option- Every solution should have several options to draw on when it is to be applied. Never assume the problem is static and will not change. When you fix one problem, another problem may come about and your first solution may have an option that can be applied.

Never underestimate the impact of a coffee break- Sometimes you cannot see the forest because your focus has been on the trees. Or, your focus on the forest has taken you away from seeing the trees. Often when you walk away from a problem on a non-problem solving activity, it can make things more clear when you return.

Words of Wisdom- Coffee Cup Leadership Advice from the Military Pros

Good judgment comes from experience, and most of that comes from bad judgment.

The most dangerous thing in a combat zone is a junior officer with a map.

Half the leaders (officers) of the world are below average.

Always check your carbine before mounting or dismounting. Just because you haven't fired the thing, doesn't mean it isn't loaded. (from an old U.S. Cavalry saying)

FAMOUS QUOTES

America was not built on fear. America was built on courage, on imagination and unbeatable determination to do the job at hand. - Harry S Truman, January 8, 1947

SUBMISSIONS

Queries, suggestions, and news items are welcome. Please submit to the following addresses:

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The next issue of the 'Emergency Services Hawk' will be sent out on or about 15-Aug-2004. Please have information you would like to be considered in that issue to my attention no later than 01-Aug-2004.